

1966

Faculty Compensation at the University of Rhode Island, Report of the Executive Committee of the Faculty Senate

University of Rhode Island Faculty Senate

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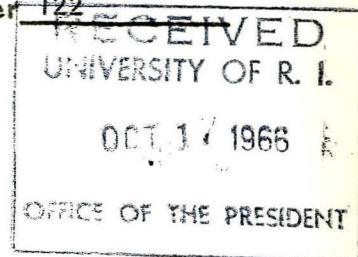
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UNIVERSITY OF RHODE ISLAND
FACULTY SENATE

Serial Number 122



RESOLUTION

Approved by the Faculty Senate

TO: President Francis H. Horn

FROM: Chairman of the Faculty Senate

1. The attached RESOLUTION, titled Faculty Compensation at the University of Rhode Island, Report of the Executive Committee of the Faculty Senate

_____ is forwarded for your consideration.

2. The original and two copies for your use are included.
3. This RESOLUTION was approved by vote of the Faculty Senate on
September 29, 1966
(date)

4. After considering this resolution, will you please indicate your approval, disapproval or other comment and return the original copy, completing the endorsement below,

October 13, 1966
(date)

William R. Pennington /s/
Chairman of the Faculty Senate

ENDORSEMENT TO: Chairman of the Faculty Senate
FROM: The University President

1. Returned.
2. Approved X. Disapproved _____. Other (explanation attached) _____.

Oct. 19, 1966
(date)

Francis H. Horn /s/
President

Original received and forwarded to the Secretary of the Senate and Registrar for filing in the Archives of the University.

(date)

_____/s/
Chairman of the Faculty Senate

URI
Faculty Senate
Report of the Executive Committee.

Faculty Compensation at the Univ. of R. I.

Recommendations and remarks in response to the Peat, Marwick, Mitchell & Co. Report to the Board of Trustees on Faculty Compensation, submitted May 31, 1966.

Part I. Recommendations

In 1962 the Faculty Senate at the University of Rhode Island recommended that a salary goal be adopted which would bring the salaries of the various ranks at the University up to the average for the 10 North Atlantic State Universities, and that salary adjustment funds be requested to reach this goal. This policy was endorsed by the University's Administration and approved by the Board of Trustees.

We feel this goal is specific and the policy clear.

As indicated by the following table, we have not had much success in reaching this goal.

Differences between salaries at U.R.I. and
10 North Atlantic State Universities (\$)

	1962/63	1965/66	Progress
Professor	-844	-766	+78
Assoc. Prof.	-158	-345	-187
Ass't. Prof.	-267	-219	+48
Instructor	-141	-26	+115

The progress in closing the "gap" is insignificant, and because of the increased size of the faculty the total dollar value of the "gap" is greater now than it was four years ago. The reason for this experience is the fact that sufficient funds have not been requested for salary adjustment.

According to figures given to the Senate Executive Committee on Sept. 21, the sum originally estimated by the administration to increase faculty salaries at U.R.I. in 1967-68 would have been insufficient to bring the averages in the four ranks at U.R.I. equal to the averages of the 10 North Atlantic state universities. Therefore, the request of insufficient funds, that in the last three years has prevented achievement of the salary goal agreed upon in 1962, would have been repeated this year. We have been advised that this figure has already been revised upward, and that the administration will review their calculations to ensure that the sum requested will be sufficient to achieve our salary goal in July 1967-68.

The Faculty at U. R. I. feel that the salary goal we have agreed upon is a reasonable one and that we should try to reach it in the shortest possible time.

This is in the best interest of the University and of the State, as well as in the interest of the faculty. We do not agree that the faculty consider the salary adjustment funds as permanent as stated in the PMM report; the concept "normal adjustment increment" is new to us. We are fully aware that if our salary goal is reached and the normal annual increments and merit increases are sufficient to keep us competitive, salary adjustment funds will be discontinued.

These are the paramount and the most pressing facts in the present salary situation. PM&M seem to have ignored them, and their report has not included recommendations which would permit achieving this goal or otherwise to solve this problem.

The Faculty at U. R. I. fully agree with the following statement in the report, "Sizes of the institutions, their mission or functions, and geographical locations are logical criteria that assist in selecting those that are realistically comparable." There is no doubt that a faculty member may accept an assistant professorship at one institution while he would require an associate professorship at another institution.

We recommend that in view of the fact that U. R. I., R. I. C., and R. I. J. C. compete for faculty in somewhat different markets, a separate salary schedule be applied to each, and that it be recognized that the more complex and demanding function of U. R. I., the smaller supply and the greater demand for the type of faculty member it requires dictate necessity for higher salaries here than in the other two institutions. Each should be competitive with institutions comparable to itself, as defined elsewhere herein. (Cf. below, page 7, Item 8.)

The following specific recommendations of the URI Faculty Senate, in response to the PMM report, are pertinent to these issues.

1. We recommend, in agreement with PMM, that the Board be "...committed to a broad program of high quality...", and that to achieve this end, the faculty salary plan be made competitive for the four ranks with similar institutions in this geographic area. We agree that comparisons should be made annually among faculty salaries in ranks and provisions for each rank, jointly by the Faculty Senate Salary Committee and the Office of Institutional Research. We suggest, for the present, continuing the basic comparison with the 10 North Atlantic state universities.

2. We recommend that the Board of Trustees provide for this purpose sufficient funds to raise average salaries of both academic and calendar year faculty in all ranks to levels equal with those for comparable appointments at the 10 North Atlantic State Universities on July 1, 1967 -- equal with the averages at that time.

3. We recommend that in 1968 and annually, the Board allocate sufficient funds to maintain average salaries in the ranks at levels at least equal with the salaries at the 10 North Atlantic state universities.

4. We recommend that when sufficient funds have been allocated as recommended above, salaries be kept competitive by two measures: satisfactory performance increases and merit increases to individuals.

a) We recommend that the current practice of granting satisfactory performance increases in units, and based on merit, to deserving faculty members be continued, and that it not be limited to alternate years during the first 6 years in a rank and to a maximum of three instances, as suggested by PMM.

b) We recommend that the amounts of satisfactory performance increases in the ranks be, for faculty on academic year contracts, as recommended by PMM: Professor, \$550; Associate Professor, \$450; Assistant Professor, \$350; Instructor, \$300. Flexibility should be provided by permitting the granting of half-increments to individuals whose performance has been evaluated at the annual review to be less than is desired but not sufficiently inadequate to justify withholding of the whole amount.

c) We recommend awarding of additional salary increases upon the annual review, distributed according to merit, but in sufficient amounts to keep the average salaries in the ranks at levels at least equal to the 10 North Atlantic state universities. Thus the present practice of awarding "merit" salary increases for meritorious service would be continued and expanded.

e) It is the impression of the faculty that the Board of Review does a satisfactory job in allocating the adjustment and merit funds according to the contribution of the various faculty members, and the Administration is closely cooperating with the Faculty Senate in allocation of salary funds among ranks in accordance with our salary policy. We feel that the allocation of the salary adjustment funds and merit increases should be the prerogative of the Administration and that they should not be tied to specific units.

5. The salary ceilings for U. R. I. for the years to come seem very unrealistic, since most of the North Atlantic State Universities already were awarding higher salaries for the academic year 1965-66. At a time when salaries are increasing rapidly, ceilings can only create problems. Either one has to violate them or one has to change them frequently. Furthermore, the Administration may have to promote faculty members to a higher rank than is justified to stay below ceilings just because of the supply-demand situation in a particular discipline. We believe that with a clear salary goal, as we have U. R. I., the need for ceilings is insignificant. We recommend that maximum limits on salaries in all ranks be eliminated.

6. We recommend:

a) That the following schedule of salary minima in ranks for academic year appointees (recommended by PMM, report P. 11-5) be adopted, to become effective July 1, 1967:

Professor	\$12,000
Associate Professor	9,500
Assistant Professor	7,500
Instructor	6,500

b) We recommend that specific provision be made for funds to permit all faculty members whose salaries fall below the newly-recommended minima to be raised to or above the minimum when the revised schedule becomes effective, immediately.

c) A major dissatisfaction among the faculty at U. R. I. in regards to compensation has been the lack of a clear-cut salary policy for the calendar year faculty. The statement in the PMM report that "Faculty members who are on a calendar year basis due to their colleges' requirements receive a 15% differential to the normal academic year salary" is not quite correct. The average difference in compensation between academic and calendar year faculty in 1965-66 was about 11%.

We recommend that this differential be 20%, in agreement with PMM, and that it apply to all aspects of compensation where it can be applicable, including minima, maxima (if any), initial salaries, increments, merit raises, adjustments, etc. This differential is lower than the 11/9 formula, as used by AAUP.

We now recommend that appointments on a calendar year basis should be generally discouraged, but that they should be continued on a reduced scale, limiting them to those instances where the best interest of the University clearly requires them. Generally persons whose services are needed during the summer should be separately contracted annually for this time, at pay rate of 2/9 (22%) of their basic salary for full-time work of two months' duration.

Persons now on calendar year appointments should be permitted to elect to change to an academic year basis, with the approval of their administrative superiors, whereupon the differential for calendar year service will be relinquished--the exact amount to be a matter for negotiation by each individual.

7. We recommend that compensation for 3 credits of summer school teaching be raised from $7\frac{1}{2}\%$ of the faculty member's basic (academic year) contract to 8%, as proposed by PMM.

8. We recommend that for the present pay for Extension Division teaching should be adjusted upward so that the \$16 per credit hour now paid to Professors and Associate Professors be \$20, and the \$13 now paid to Assistant Professors and Instructors be \$15. This has been recommended by the U. R. I. Administration. Further study should be given to this question when the report of the Faculty Committee studying the Extension Division is completed, to determine whether pay for Extension Division teaching for regular faculty members not regularly assigned there should not be calculated on the same basis as for Summer School.

OTHER BENEFITS

9. We recommend, in agreement with PMM, that the current policies for tenure and for sabbatical leave should remain in their stated forms.

10. We recommend, in agreement with PMM, that all full-time faculty members of the institutions of higher education of the State of Rhode Island and their legal dependents should be eligible for remission of the general fee in any of the R. I. State institutions when pursuing courses for credit at the associate or baccalaureate level, with the level of eligibility unlimited.

11. We recommend that the institution of T. I. A. A. and of tax-sheltered annuities privileges be pursued further and vigorously in the immediate future.

12. The Faculty Senate has previously requested provisions for Blue Cross and Major Medical insurance premiums to be paid by the University. We recommend again that the benefits be granted, and we support the position of the R. I. State Employees Association in this regard.

13. We recommend that the Faculty Senate Standing Committee on Faculty Welfare, in cooperation with the Office of Institutional Research, be requested to prepare a list of "other benefits" received by U. R. I. faculty, to estimate their cost and monetary value, to attempt to compare them -- every two years -- with benefits received by faculty members in other comparable institutions, and to make recommendations through the Senate and the President to the Board of Trustees.

ADMINISTRATION

We disagree with the finding of PMM that "...salary administration currently lacks a well defined basis for decision making."

14. We recommend that reports presently in use, on the faculty member's load, assignments and performance, be continued in use as an aid in evaluating his performance annually.

15. We recommend that department chairmen be appointed on an academic year basis. Those whose services are required for administrative tasks during the summer should, at their own option, be separately contracted for this time and service, with maximum pay 2/9 of the basic contract salary for the academic year for two months of full-time service. The amount in each individual case would be negotiated, and would depend upon the time and work required. If the department chairman elects not to assume University responsibilities during the summer, similar arrangements should be made for another department faculty member to do the work, with similar provisions for compensation.

Other faculty members whose services are specifically required during the summer should be separately contracted for this time and service on a basis similar to that for department chairmen.

Part II. Remarks on Specific Portions of the P.M.&M. Report, Prepared by the Faculty Senate Executive Committee.

These remarks will assist in understanding the reasoning underlying the recommendations stated above in Part I. Page and paragraph references given are to the original P.M.&M. report, which must be read to understand these remarks fully.

1. (Transmittal letter P. ii. Paragraphs 1,2. "We find" ... and "we were impressed"...)

The faculty notes with gratification and pride that these facts were recognized.

2. (Transmittal letter P. ii. Para. 4. "We recommend that comparison...")
We agree. Perhaps the period should be two years--beginning now. There is a backlog now of benefits that have been requested by the Faculty Senate.

3. (P. 1-2. Para. 1. "The adjustment plan has...")
We agree that the adjustment plan, though it has helped, has not been completely successful yet. The reason is that insufficient funds have been allocated to it.

The URI Faculty Senate Salary Committee's studies indicate that in 1965-66 comparison of URI with 10 North Atlantic publicly supported institutions shows the following:

Professors	\$766 below the average
Associate Professors	345 below
Assistant Professors	219 below
Instructors	26 below

Stretching the point, it might be considered that URI salaries for instructors are competitive. We would not agree that they are competitive for assistant professors. We agree that they are not competitive for associate professors and professors.

4. (P. 1-4. Para. 3. "In general, we find...")
There is some dissatisfaction, and these matters are important. The Faculty Senate has made recommendations for additional other benefits. It should be pointed out that compensation via fringe benefits often is not subject to income tax, and the value remains within the State, for the most part.

5. (P. 1-4. Para 4. "...salary administration currently lacks...")
We cannot agree that salary administration at URI "...lacks a well defined basis for decision making." (Refer to Univ. Manual page 47; 5.1 through 5.7; pages 43-46; 4.1 through 4.7; pages 42-43; 3.1 through 3.46.) Anyone who reads these pages in the Manual must recognize that this statement is patently ridiculous.

6. (P. 1-4. Para. 4. "This condition indicates...")
That the salary schedule required revision of its limits upward has been recognized for some time, and it has been requested by the Faculty Senate (3/1/66). It is long overdue. However, it has been revised periodically in the past, and it will be in the future. The last revision (U. Manual version) was requested by the Senate 1/11/63, for July 1963, and it did not become effective, due to postponement by the Board, until July 1, 1964. We are delinquent in not having done it a year or two ago. The most recent delay was probably due to a desire to receive the PMM report before defining the new limits.

14. We recommend that the Faculty Senate Standing Committee on Faculty Welfare, in cooperation with the Office of Institutional Research, be requested to prepare a complete and detailed list of "other benefits" received by U. R. I. faculty, to estimate their cost and monetary value, to attempt to compare them--every two years--with benefits received by faculty members in other comparable institutions, and to make recommendations through the Senate and the President to the Board for changes to make U. R. I. competitive.

ADMINISTRATION

We frankly disagree with the finding of PMM that "...salary administration currently lacks a well defined basis for decision making."

15. We recommend that reports presently in use, on the faculty member's load, assignments and performance, be continued in use as an aid in evaluating his performance annually.

16. We recommend that department chairmen should be appointed on an academic year basis. Those whose services are required for administrative tasks during the summer should, at their own option, be separately contracted for this time and service, with maximum pay 2/9 of the basic contract salary for the academic year for two months of full-time service. The amount in each individual case should be negotiated, and should depend upon the time and work required. If the department chairman elects not to work during the summer, similar arrangements should be made for another department faculty member to do the work, with similar provisions for compensation.

Other faculty members whose services are specifically required during the summer should be separately contracted for this time and service on a basis similar to that for department chairmen.

Also confused in this statement is the inclusion of calendar year appointees. President Horn has written comments on this. The URI Faculty Senate has been requesting a clear definition of differential for calendar year appointees for several years. It has been delayed by the President and the Board. Recently the delay has been attributed to a desire to see the PMM report before arriving at a decision. We request that this be accomplished promptly.

7. (P. 11-1. Para. 3. "...we are recommending a salary...")

These are proper and legitimate objectives.

8. (P. 11-2. Para. 1. "...a salary plan that...")

Since this is the only statement in the PMM report dealing with this matter (other than obliquely) and since we of the URI Faculty consider it significant, we must comment upon it at this point.

The Board will have to decide whether the same salary schedule of minima and maxima and whether the same arithmetic mean or median salaries should prevail in all of the three R. I. State institutions of higher learning. PMM apparently favor a single schedule for all three institutions, though they essentially studied only URI with any thoroughness. In our opinion separate schedules should be applied.

The "degree, complexity and function" of URI dictates need for higher mean and median salaries at URI, and higher limits in the salary schedule. This assertion is based on the fact that a greater part of URI's effort is directed at teaching students at a higher level of competence, students selected for a higher level of competence at admission, information, understanding, and skills at a more specialized level, and that these functions require faculty with more and better preparation and capabilities. To recruit and to retain such a faculty, salaries will have to be higher, because these persons have invested more time, effort, ability and money in their preparation, they are in shorter supply, and they are in greater demand.

An inadequate, but indicative index of use in making such a judgment might be the relative proportions of faculty members in the faculties holding the Ph. D. degree. The proportion of candidates for associate, baccalaureate, masters, and doctoral degrees in the student bodies might also be indicative. Such data are readily available in the catalogues and commencement programs.

This should not be construed to imply that an excellent teacher at the elementary level is not as worthy or as hard to recruit, and should not receive a salary as high as a graduate level teacher and researcher.

9. (P. 11-2. Para. 3. "The most meaningful...")

Agreed.

10. (P. 11-3. Para. 1. "Sizes of...")

Agreed. We have been comparing URI to 10 North Atlantic publicly supported institutions. We need to pay more attention to comparisons with New England State supported institutions.

11. (P. 11-3. Para. 3. "The data we have...")

Note that recommendations of PMM indicate that we must compete mainly with Eastern Publicly supported institutions (particularly in the Northeast and New England) of comparable size and function, and therefore a significant fact is that "...comparisons with universities in the East, Northeast, and New England show less favorable results."

12. (P. 11-3. Para. 4. "We find further...")

The URI Faculty agrees with this assessment of the condition and with this evaluation of its significance.

13. (P. 11-4. Para. 3. "We have made the assumption...")

The Faculty makes the same assumption. We believe the Board does also. We support this view strongly. It has been accepted as a most important fundamental principle.

14. (P. 11-4. Para. 4. "These levels are influenced...")

We agree.

15. (P. 11-4. Para. 5. "...we find that, in recent...")

This is basically correct. The "Adjusting increment" is temporary, and it has been re-defined each of the last 3 years. We had hoped it would have accomplished its purpose and have been dispensed with by this time. As yet, however, its purpose has only partially been accomplished. It should be continued until the goal is reached.

16. (P. 11-4. Para. 5. "...the administrative officers have...")

Although in its first year the adjustments were "across the board" in ranks, in Spring of 1965-66 they were wholly by merit (done prior to release of the PMM report) on the recommendation of the Faculty Senate. When a faculty has been carefully recruited, merit will be widely distributed.

17. (P. 11-5. Para. 2. "It is interesting...")

Defining effectiveness is not very difficult. Measuring it is extraordinarily difficult, as is recognized in essentially all colleges and universities, and in any organization where personnel are involved in pursuits other than purely mechanical ones. No satisfactory objective method has yet been devised.

18. (P. 11-5. Para. 4. "Salary Structure.")

PMM does not state the dates this schedule should become effective. This is important, because of the rapid changes occurring nationally.

The Faculty Senate, on 3/1/66, recommended a schedule with identical minima for professors and assistant professors, and \$500 lower for associate professors and instructors, to become effective July 1, 1966, with 22% differential for calendar year appointees. The Senate recommended elimination of all maxima, because they only handicap the recruitment efforts of administrators. The Senate recommended a set of increments (PMM "units") for the academic year basis identical in all ranks with those recommended here by PMM, to become effective July 1, 1967; the only difference was that the Senate recommended a 22% differential (2/9) for increments, as compared with PMM's 20%.

If this schedule is not to become effective until July 1, 1967, then probably the minima should be revised upward before adoption. We have already pointed out, in agreement with President Horn, that the maxima are too low to permit successful recruitment on an equal basis with the competitors that we and PMM have singled out.

19. (P. 11-6. "1. The minima...")

We find no disagreement with points 1, 2, and 3. These do not differ from current established policy and practice at URI.

However, the last sentence in point 3 is an enigma to us. We cannot understand how the fixing of an amount increases objectivity in the procedure. Perhaps PMM mean that if a specific substantial amount is involved, more care will be exercised in arriving at decisions in individual cases. Care is already exercised!

20. (P. 11-5. "Units")

PMM confuse two factors here. "Experience", on the one hand, with attendant improvement in effectiveness and productivity, with "seniority", or longevity, on the other. Neither do they recognize that "adequate" performance in one year is not necessarily adequate for a succeeding year. In our view, adequate performance requires improvement with time -- the University gets more from the individual in succeeding years and should be willing to pay more for it; if URI doesn't, some competitor will. We therefore are reluctant to agree that the normal annual increment should be limited to alternate years and to a maximum of 3 in a rank. Please note that this is not an automatic "gravity train". Refer to Univ. Manual page 47, paragraph 5.5. The only data we have available now is that on July 1, 1964, increments were withheld from 5% of the faculty (Pres. Horn letter dated March 18, 1964.)

21. (P. 11-5. "No specified maximum...")

We agree that not fastening the lid in a competitive system is a wise policy. The Senate has recommended similar policy for all ranks.

22. (P. 11-5. "Limit changes...")

Point 6. First two sentences: We agree. Periodic review of the salary schedule should be the fixed policy in these years of rapid change. The Senate has regularly recommended revision of the schedule.

Last sentence: This unclear statement is the only one in the entire PMM report that hints at one of the two most important aspects of the entire problem.

PMM seems to be thinking throughout only in terms of new appointments. Logically of equal importance, and numerically and practically of far greater importance is the retention of desirable faculty presently in service.

The Senate, the President, and the Board have been wrestling with this problem for 4 years, and the major policy decisions of these years regarding compensation have been directed at its solution. The Senate, Administration and the Board have shown far greater insight than PMM. The current program of allocating sums for upward adjustment of salaries of present faculty must be continued to retain faculty, in competition with other comparable institutions.

Is an assistant professor now receiving \$8,000 (middle of range) to continue to receive \$8,000 (lower quarter of range) when the new schedule becomes effective, while new faculty, probably with less experience and capability are appointed at the same or higher salaries? This can lead only to disaster and, for the faculty, humiliation and the absolute necessity to seek appointment elsewhere in order to progress.

Salaries for present faculty must be adjusted upward comparably to the adjustment upward of starting salaries, in a manner to retain relative salary position of individuals in accordance with their value to the University.

The Phrase "...fall outside of the newly established limits..." is, therefore, woefully inadequate for the requirements of the problem. PMM does not make any recommendation about this -- the most important problem in the salary question

today. This will require an increase in the allocation of funds specifically for that purpose; that is essentially what has been practiced in the last three years.

23. (P. 11-6. "(b) Salary Administration.")

Essentially anyone who could read, write and reason could have written nearly all of the section of the PMM report on administration of the salary program, provided that he had a copy of the current and immediately preceding editions of the URI University Manual. The practices and criteria recommended are nearly all set forth in the Univ. Manual (which see); they have been in use for many years and have been refined with use to suit the conditions existing here. They are well known to faculty members and understood by all but recently arrived faculty members.

The only parts of the practice about which doubts exist are the following:

(a) The relative weights placed on the various criteria. The Univ. Manual provides that this will be a matter of negotiation between the Dean, Department Chairman and individual faculty members (page 43; 3.45.)

(b) What actually happens in the Board of Review on Rank and Salary. When dealing with personnel matters, some prerogatives must be retained by administrative officers who have the responsibility for making value judgments.

(c) Whether teaching effectiveness is given enough weight in comparison with published research. There is suspicion that receipt of federal research grant awards has become, in practice, a disproportionately heavily weighted factor. No criterion for evaluation should be permitted to outweigh or replace excellence in teaching effectiveness except for faculty members whose appointments specifically stipulate other primary responsibilities.

The information to be assembled, according to PMM's plan, is already assembled twice a year -- once in the annual report at the end of the Spring semester, and once during the salary considerations near the end of the Fall semester. It is used in precisely the manner recommended by PMM.

However, essentially all studies of faculty personnel policies in higher education recognize that the evaluation of a faculty member's teaching and research cannot be truly objective by any measure yet devised, that the judgments by the department chairmen and senior department members are the most likely to be correct, and that the further away from the department you go, the less knowledge is available, and the more doubtful the evaluations.

24. (P. 111-1. Para. 1. "~~As~~ Individuals..." and Para 5. "As such programs..") Agreed.

25. (P. 111-1. "Tenure Policy")
We are agreed.

26. (P. 111-1. "Retirement Program")

Agreed. We appreciate the Board's efforts in 1965-66 and we recommend that the Board continue its fine efforts to get the General Assembly to agree to the T.I.A.A. proposal.

In the State retirement system, if money is withdrawn, there is no interest paid, and the employer's contribution is withheld, if separation occurs before 10 years in the system.

27. (P. 111-1. "The Term Life Insurance..." etc.)

There is inadequate information among the faculty about disability insurance.

28. (Ibid)

The Faculty Senate has recommended that Blue Cross premiums be paid for all faculty members. Very few receive this benefit now. We reaffirm this request.

29. (Ibid)

It seems unfortunate that PMM did not see fit to calculate the monetary values of these benefits so that one would know how to evaluate them when considering them as "additional compensation", and how to plan to meet their costs.

30. (P. 111-1. "Sabbatical...")

Agreed. It is now substantially more liberal at some institutions, however.

31. (P. 111-2. "Added income")

These are all extra compensation for extra service, outside of regular working time. Most faculty members dream of the day when they will not have to "moonlight" by teaching in summer school and/or extension, but will be adequately compensated with a single job, rather than 2 or more.

The summer months are needed by faculty members for self-improvement, study, and a multitude of tasks related to their performance during the academic year.

32. (P. 111-1. Para 2.)

We agree with respect to tenure policy and sabbatical leave.

33. (P. 111-1, 2.)

We regret that PMM did not take a stand on T.I.A.A. We strongly recommend that the Board continue its good efforts to get the General Assembly to approve institution of the T.I.A.A. program. PMM has reported that this would eliminate the disadvantages of the present state retirement system. We agree.

34. (P. 111-2. "Tuition Remission.")

We agree. We would welcome the extension of the remission of the general fee of faculty members and their dependents attending other institutions of the state in R. I., and recommend immediate adoption.

The use of the word "tuition" makes it impossible to know exactly what is meant by "...100% tuition remission...".

We also recommend continuation and extension of the current pilot program of general fee remission interchange program with other New England State Universities

35. (P. 111-2. Para. 3. "Summer school...")

In order to facilitate understanding of the meaning of these recommendations tables 1 and 11 are provided at the end.

Extension Division teaching. Since it is not clear whether PMM have made any recommendations regarding pay for Extension Division teaching, it is difficult to evaluate this aspect of the report.

In our opinion, pay for extension teaching should not be below that for summer school, but it should be calculated on the same basis as summer school.

36. (P. 111-2. Para. 2. "...should not be treated...")

It is not normal salary, but it should, in justice, be subject to retirement program credit for regular full-time faculty members.

37. (P. 111-2. Para. 4. "Those faculty who are required...")

Calendar year differential. The 20% differential recommended by PMM is near enough to the 22% recommended by the URI Faculty Senate in March 1966 so that we should not quibble about it.

PMM have not made it clear whether they intend that the differential should apply also to increment "units". We infer that they do so intend. We recommend that this be the policy and that it be clearly stated. The differential should apply to all compensation.

The Faculty Senate has been requesting that the University Administration take a stand and state a clear policy on the matter of calendar year differential at least since the Fall of 1963. It has been repeatedly delayed -- most recently with the explanation that the PMM recommendations should be awaited before a decision was made. We recommend that this policy now be decided upon promptly.

38. (P. 111-2. Para. 4. "Because of the emphasis...")

Agreed. But it should be flexible. Needs of departments differ greatly regarding summer administrative load. In departments with large materials and inventory problems, graduate students, and summer research programs, it is heavy. Department chairmen whose services are required in the summer and are on academic year contracts should be compensated in relation to the time and services required.

39. (P. 111-2. Para. 4. "We recommend continuing...")

Agreed, it would be good to review periodically. However, replacement policy should be very flexible. A great variety of circumstances are encountered, and it should be possible to select the best alternative in each instance. A good department chairman who likes the job should be continued.

40. (P. 111-3. Para. 2. "Our findings and recommendations...")

No data are presented in the PMM report on which this statement can either be confirmed or negated. We doubt that it is true.

Note the phrase "...and recommendations...". The only substantive recommendations were for mutual tuition remission for faculty dependents among the three R. I. State institutions, and for periodic review, -- this in spite of the fact that the importance of "...these emoluments..." was emphasized. The PMM report is badly deficient in its study of fringe benefits.

41. (P. 1V-1.)

Performance measurement. (a) Faculty Assignment Load.

It is customary, and preferable, in universities, that instead of using load to adjust salary, load itself be adjusted in an attempt to make it uniform. This is currently done, and we recommend that it continue. The judgment required is the relative load of the various aspects of the assignment, teaching, research, advisement, committee work, etc. It requires evaluation for adjustment each semester, and hardly anyone outside a department knows how much work is involved in teaching any given course.

42. (P. IV-1, 2. "(b)" and "(c)")

There is nothing new suggested here. This is current policy and practice at URI.

43. (P. IV-2. Para. 2. "The Department Chairman...". 3 paragraphs.)
This is current practice at URI and of long standing.

Attempts to formulate numerical indexes of load have been relatively unsuccessful. Guidelines are available in such books as Woodburn, Faculty Personnel Policy in Higher Education (a Carnegie Institute study.)

44. (P. IV-2,3. "Adjusting the Structure" 3½ paragraphs.)

In general, this is current practice at URI. We agree it should be given to comparative salaries at other state institutions in New England.

45. (P. IV-3. Para. 3. "Individual adjustments...")

Adjustment is needed for all but those not performing satisfactorily, not just those whose salaries fall outside the rank limits. In 1966 all were given specific individual consideration. It should be continued.

TABLE I

	<u>Minimums</u>			<u>Maximums</u>			<u>Increments</u>			(Academic Calendar)
	P M & M May 1966	U. Manual Began July 1964	Senate Recomm 3/1/66 1966 July 1	P M & M May 1966	U. Manual 1st July 1964	Senate Recomm 3/1/66	P M & M May 1966	U. Manual (20% diff)	Senate Recomm. 3/1/66 (July 1 1967 (22% diff)	
Professor	12,000	10,000	12,000	* --	15,000	None	<u>550</u> 660	<u>400</u> 460	<u>550</u> 671	
Assoc.	9,500	8,000	9,000	14,500	11,000	None	<u>450</u> 540	<u>300</u> 345	<u>450</u> 549	
Asst.	7,500	7,000	7,500	11,000	9,000	None	<u>350</u> 420	<u>250</u> 288	<u>350</u> 427	
Instructor	6,500	6,000	6,000	8,500	7,500	None	<u>300</u> 360	<u>200</u> 230	<u>300</u> 366	
		Slightly modified from Senate Recomm June 1 1963 To begin July 1 1963		* 18,000 Recom- mended Guide- lines except in specific unusual cases						

TABLE II

Middle of Range			Summer School				Extension Teaching, 3 Hr		
Present	P M & M	Schedule	Schedule	P M & M	P M & M	P M & M	Present	P M & M	P M & M
Schedule	Schedule		Schedule	Schedule	Schedule	Schedule	Schedule	Schedule	Schedule
			Present	Present	P M & M		13:16	13:16	8%
			15%	15%	16%	$\frac{2}{9}$			
			6 credit	6 credit	6 credit				
			3 credit	3 credit	3 credit	(6 cr)			
Professor	12,500	15,000	$\frac{1875}{937.50}$	$\frac{2250}{1125}$	$\frac{2400}{1200}$	3,333	720	720	1200
Assoc. Prof	9,500	12,000	$\frac{1425}{712.50}$	$\frac{1800}{900}$	$\frac{1920}{960}$	2,667	720	720	960
Ass't. Prof	8,000	9,250	$\frac{1200}{600}$	$\frac{1387.50}{693.75}$	$\frac{1480}{740}$	2,055	585	585	740
Instructor	6,750	7,500	$\frac{1012.50}{506.25}$	$\frac{1125}{562.50}$	$\frac{1200}{600}$	1,666	585	585	600